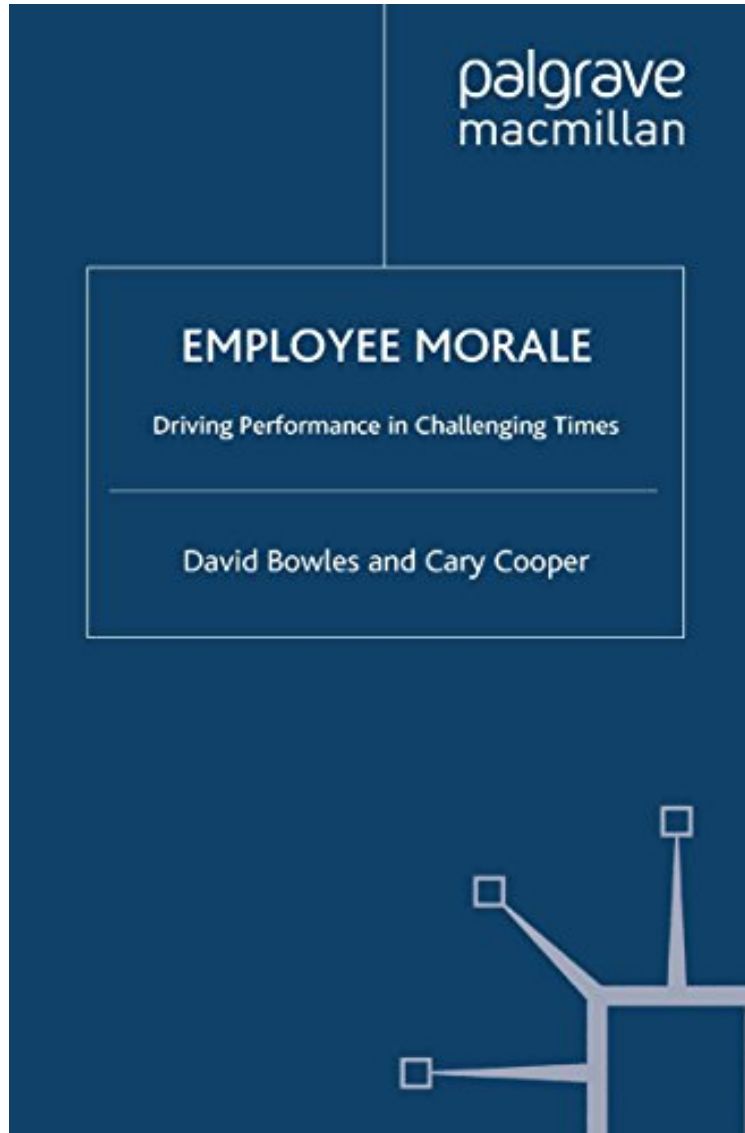


(Ebook free) Employee Morale: Driving Performance in Challenging Times

## Employee Morale: Driving Performance in Challenging Times

*D. Bowles, C. Cooper*

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**D. Bowles, C. Cooper : Employee Morale: Driving Performance in Challenging Times** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Employee Morale: Driving Performance in Challenging Times:

2 of 2 people found the following review helpful. Thorough treatment of employee morale  
By Nancy J. Hess  
I read this book in preparation for an advanced workshop on employee engagement and felt it provided excellent groundwork for this and related topics. David Bowles has the combined precision of an academic and facile mind of a practitioner which makes his material both accessible and relevant to the workplace. You can read this book front to back, or like me, dive in anywhere and find excellent material in a well-framed context. I especially liked the author's use of his

experience and authenticity in presenting concepts from the field. He sorts out ideas that (in my opinion) have not been given enough scrutiny. This is an intelligent read and facilitates deeper reflection on how we link people factors to organization success. 2 of 2 people found the following review helpful. Beyond "touchy-feely HR" By Lisa THaving worked in this area for many years, I was thrilled to find this book. Much of the work of HR has been dismissed as being touchy-feely or positioned as unnecessary costs to an organization. Bowles and Cooper summarize an impressive collection of research that supports the assertion that morale is a proven DRIVER of organizational performance, both in the public and private sector, positively affecting customer satisfaction, financial results and even worker health. This book should convince even the biggest doubters. And, it's a great tool for HR to use to help gain buy-in from their leadership regarding the importance of elevating employee morale, particularly in the aftermath of the "Great Recession." 1 of 1 people found the following review helpful. A Must Read By Samuele Bagnai After reading this book, I have noticed that David Bowles's plans for innovations are unmatched by any other business material that I have come across. Even if you do not already believe that the morale of your employees is the most crucial part of your financial success, this masterpiece of ideals is sure to change your perspective on the matter. Bowles will teach you how to create a win-win situation for both managers and employees, while maintaining a professional environment where everyone can work in harmony as a whole. The immense research expressed by Mr. Bowles, a renowned consultant who focuses on advising company worldwide, is a compelling and innovative contribution to the literature on this topic.

Performance is the key outcome of high morale, and the reason why it should be taken so seriously: with research gathered from some of the world's largest employee opinion databases and best academic centres, the authors lay out the morale-performance connection.

'This book is timely. Many organizations worldwide are now mired in "gloom and doom". Using morale as the center piece, Bowles and Cooper lay out, in an engaging, readable and practical way, the consequences, of high morale and how to measure, develop and maintain it. The material is current and the case examples are excellent. I would highly recommend it for managers, consultants and business school management professors.' - Ronald J Burke, Professor of Organizational Behavior, Schulich School of Business, York University, Toronto, Canada 'High employee morale facilitates superior performance in organizations. Therefore this relevant and readable book is highly recommended for all managers of people.' - Professor Greg Bamber, Director of Research, Department of Management, Monash University, Australia, and co-author of *Up in the Air: How Airlines Can Improve Performance by Engaging their Employees*, 2009 'Driving differential levels of employee morale is now seen by many as a prerequisite for organisational success. David and Cary skilfully examine the validity of the correlation and elegantly demonstrate how the subject has moved from the realms of 'touchy-feely HR stuff' to 'mission critical' for all organisational leaders. This is a must read for anyone facing the tricky task of sustaining high morale within their 21st century employee base.' - Paul Chesworth, HR Director, Vodafone Europe 'This book is a must-read for every current or future member of senior and mid management who wishes to focus on sustainable out-performance of his or her organisation rather than on quarterly results' - Dr. Horst Heidsieck, Former CEO and current Board member of several German, Swiss and Luxembourg-based industrial and technology companies About the Author CARY COOPER is Distinguished Professor of Organizational Psychology and Health and Pro Vice Chancellor at Lancaster University, England. He was Founding Editor of the *Journal of Organizational Behavior*, Editor of the journal *Stress and Health*, President of the British Association of Counselling and Psychotherapy and Chair of the think tank The Sunningdale Institute in the UK's National School of Government. He has a number of Honorary Doctorates from universities and received an Honorary Fellowship of the Royal College of Physicians. Professor Cooper was honoured with a CBE (Commander of the Order of the British Empire) in the Queen's Birthday Honours List in 2001, and was elected as Chair of the Academy of Social Sciences in 2009. Honorary fellowship for Cary Cooper <http://www.lums.lancs.ac.uk/news/18953/honorary-fellowship-for-cary-c/> DAVID BOWLES is Managing Director of Research Consulting International in Rancho Santa Fe, California, whose projects range from advising clients on employee morale and performance, and the measurement and management of morale and corporate culture. He is also a regular speaker to groups on these subjects. Dr. Bowles has a Ph.D. in management sciences (emphasis: industrial psychology) from the University of Manchester, Institute of Science and Technology, UK (UMIST), has had a long career in international human resource consulting and has worked across all major industry and non-profit groups. He can be reached at: [db@research-consult.com](mailto:db@research-consult.com).